Kentucky Student Success Summit
April 2-3, 2012
Marriott Louisville Downtown Hotel, Louisville, KY

Kentucky Council on Postsecondary Education
Student Success Summit

April 3, 2012

Contents

- **EDI and delivery**

- EDI's higher education network

The story of delivery in Britain is an encouraging precedent for overcoming implementation challenges at scale

Prime Minister Blair issued a call for change in June 2001…

…He founded the Prime Minster's Delivery Unit (PMDU) in 2001 to help the British government implement his agenda…

…and within four years, the government was on track to hit over 80% of its high-priority targets

"…a mandate for reform… and an instruction to deliver"

From the remarks of Tony Blair after winning his second election in June 2001.

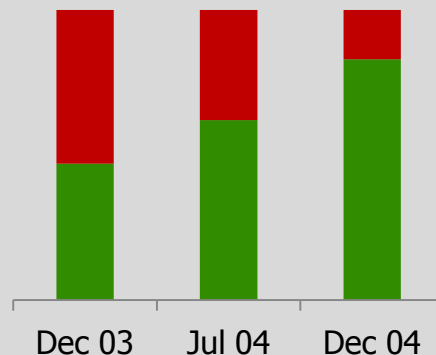PMDU responsibilities:

- Monitor and report on the delivery of the Prime Minister's top priorities
- Identify key barriers that prevent improvements and actions needed to strengthen implementation
- Strengthen departmental capacity to deliver through better planning and sharing knowledge about best practice

Delivery is based on the methodology the PMDU innovated in doing this work
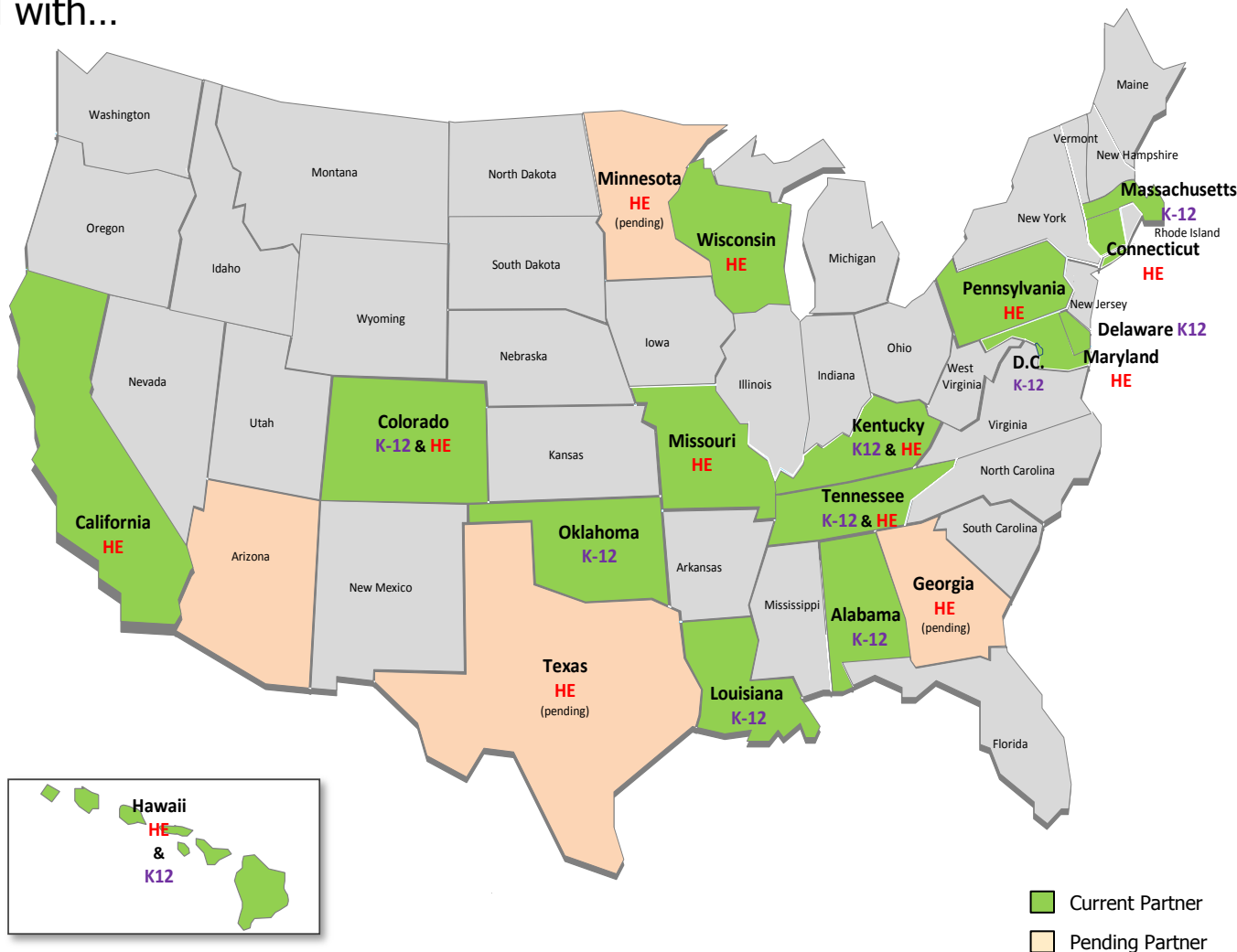
| Dec 03 | Jul 04 | Dec 04 |

EDI was created to help bring the delivery methodology to implementation of education reform in the US

EDI is currently partnered with...

Our mission is to partner with K-12 and higher education systems with ambitious reform agendas and invest in their **leaders' capacity to deliver results**. By employing a proven approach, known as *delivery*, we help state leaders maintain the necessary **focus** to plan and drive reform.

Minnesota HE (pending)
Wisconsin HE
Massachusetts K-12
Connecticut HE
Pennsylvania HE
Delaware K12
Maryland HE
D.C. K-12
Colorado K-12 & HE
Missouri HE
Kentucky K12 & HE
Tennessee K-12 & HE
California HE
Oklahoma K-12
Georgia HE (pending)
Alabama K-12
Texas HE (pending)
Louisiana K-12
Hawaii HE & K12

Washington, Oregon, Montana, North Dakota, Idaho, South Dakota, Wyoming, Nebraska, Iowa, Nevada, Utah, Kansas, Arizona, New Mexico, Arkansas, Mississippi, New York, Michigan, Ohio, Indiana, Illinois, West Virginia, Virginia, North Carolina, South Carolina, Florida, Maine, Vermont, New Hampshire, Rhode Island, New Jersey

Current Partner
Pending Partner

With the help of the original practitioners, EDI has distilled the approach into 15 essential elements

1 Develop a foundation for delivery

A. Define your aspiration
B. Review the current state of delivery
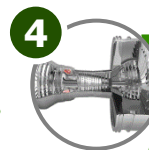C. Build the delivery unit
D. Establish a "guiding coalition"

2 Understand the delivery challenge

A. Evaluate past and present performance
B. Understand drivers of performance and relevant activities

3 Plan for delivery

A. Determine your reform strategy
B. Set targets and establish trajectories
C. Produce delivery plans

4 Drive delivery

A. Establish routines to drive and monitor performance
B. Solve problems early and rigorously
C. Sustain and continually build momentum

5 Create an irreversible delivery culture

A. Build system capacity all the time
B. Communicate the delivery message
C. Unleash the "alchemy of relationships"

1 What are you trying to do?

2 How are you planning to do it?

3 At any given moment, how will you know whether you are on track?

4 If not, what are you going to do about it?

We believe that a committed leadership team using these tools will achieve significant results for students
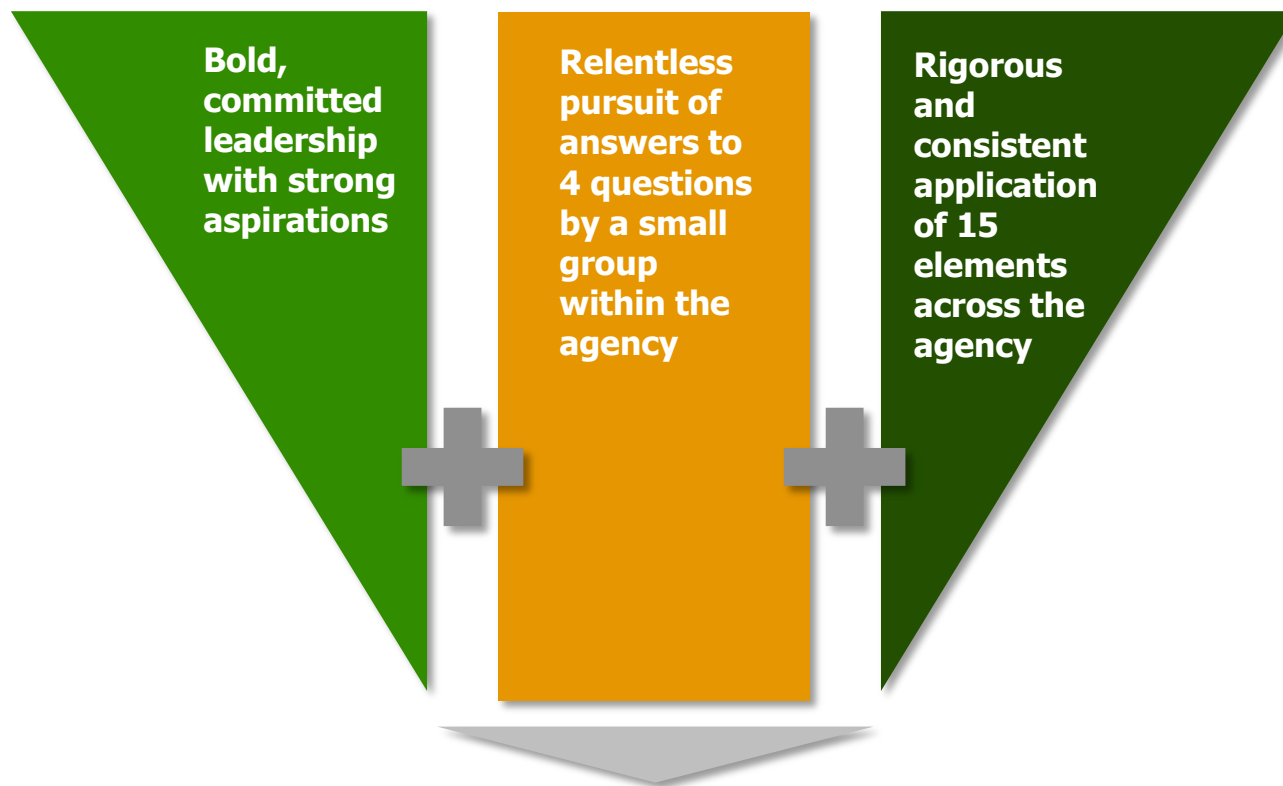
Bold, committed leadership with strong aspirations

+

Relentless pursuit of answers to 4 questions by a small group within the agency

+

Rigorous and consistent application of 15 elements across the agency

Results for students

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Contents

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EDI focuses on supporting states in their implementation efforts to:
- Achieve **college- and career- readiness** for all students
- Increase postsecondary **access and degree completion**
- Close **equity gaps**

Higher Education Partnerships

Current Engagements

- California State University System
- Colorado State University System
- Connecticut State University System
- Kentucky Council on Postsecondary Education
- University of Hawai'i System
- University System of Maryland
- University of Missouri System
- Pennsylvania State System of Higher Education
- Tennessee Board of Regents
- University of Wisconsin System

This network of systems has grown out of the Access to Success Initiative

Twenty-one participating systems have committed to:

- Cut current gaps in half by 2015 for college entry and completion

- Reflect the economic & racial diversity of the state

- Count students who are not always counted

- Improve overall student access and success

- Report on progress publicly each year

Higher Education Delivery Network Approach

- Since the fall of 2009, the network meets three times a year to learn delivery tools and apply them in their specific contexts

- EDI facilitates monthly discussions of team leaders, to exchange ideas and share best practices with each other

- Several systems are utilizing assistance from EDI to to provide on-the-ground support as their teams address challenges

- Campus networks have been developed, with EDI's support, to drive the state's student success agenda.

Example types of goals include:

University of Louisiana System: Degree Attainment Goal
- Increase current degree attainment **by an additional 10,000 degrees** by 2015

California State University System: Graduation Rate Goal
- Every campus must get to the top quartile of their peer group in overall graduation rate and halve their URM achievement gap
- Results in a system goal of an **8 percentage point increase** by 2015

University of Wisconsin System: National Share
- What is the system share if the state were to meet the President's goal of 55% degree attainment in the state by 2020?
- Results in **80,000 more cumulative graduates** by 2025

We believe that if you have a goal then you **must** have a plan to deliver.

We work with system and campus leaders as they implement their ambitious reform agendas

STRONGER by DEGREES

Kentucky Delivery Plan

Focus Area: Student Success

Policy Objective #4

January 2012

DRAFT

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION

The Kentucky Council on Postsecondary Education's delivery plan contains the following:

- Clearly articulated **system aspiration**
- **Trajectories** to illustrate the paths to their targets
- **Individuals accountable** for identified strategies

For each strategy, plan identifies:

- Relevant **stakeholders**
- Clear **action steps and timeline**
- Expected annual **impact**
- **Leading indicators** that will be used to monitor progress
- **Resources and support** required
- Potential **risks**

Delivery can support campus leaders in their aligned—but varied—efforts to improve attainment in Kentucky

KY Core Academic Standards

Kentucky Postsecondary Education Improvement Act

Access to Success

Stronger by Degrees

Kentucky Campus Goals
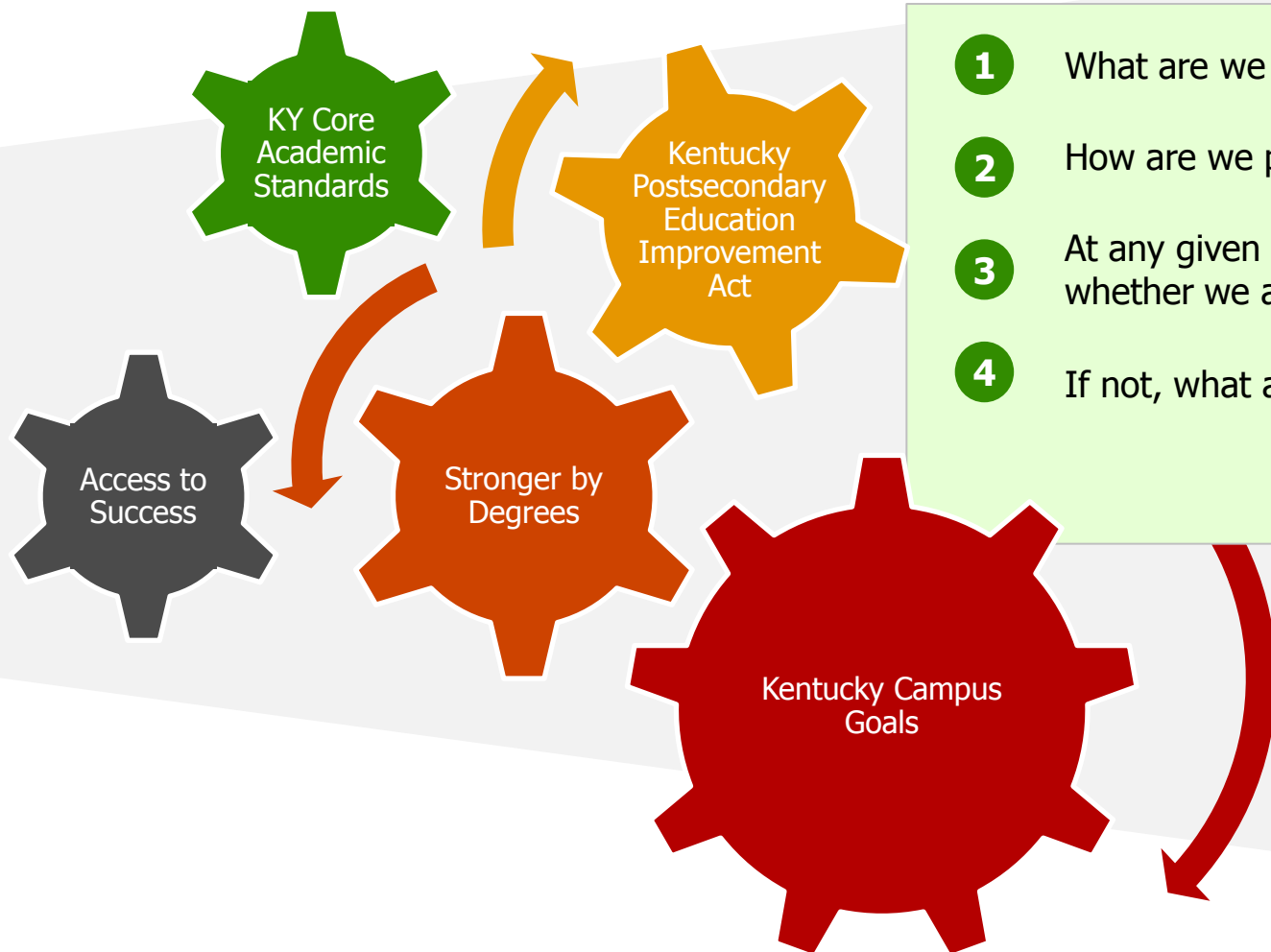
1 What are we trying to do?

2 How are we planning to do it?

3 At any given moment, how will we know whether we are on track?

4 If not, what are we going to do about it?

Kentucky Higher Education Delivery Network

- Eastern Kentucky University

- Kentucky Community & Technical College System

- Kentucky State University

- Morehead State University

- Northern Kentucky University

Delivery planning is a crucial component of the delivery implementation process

Delivery Plan Components
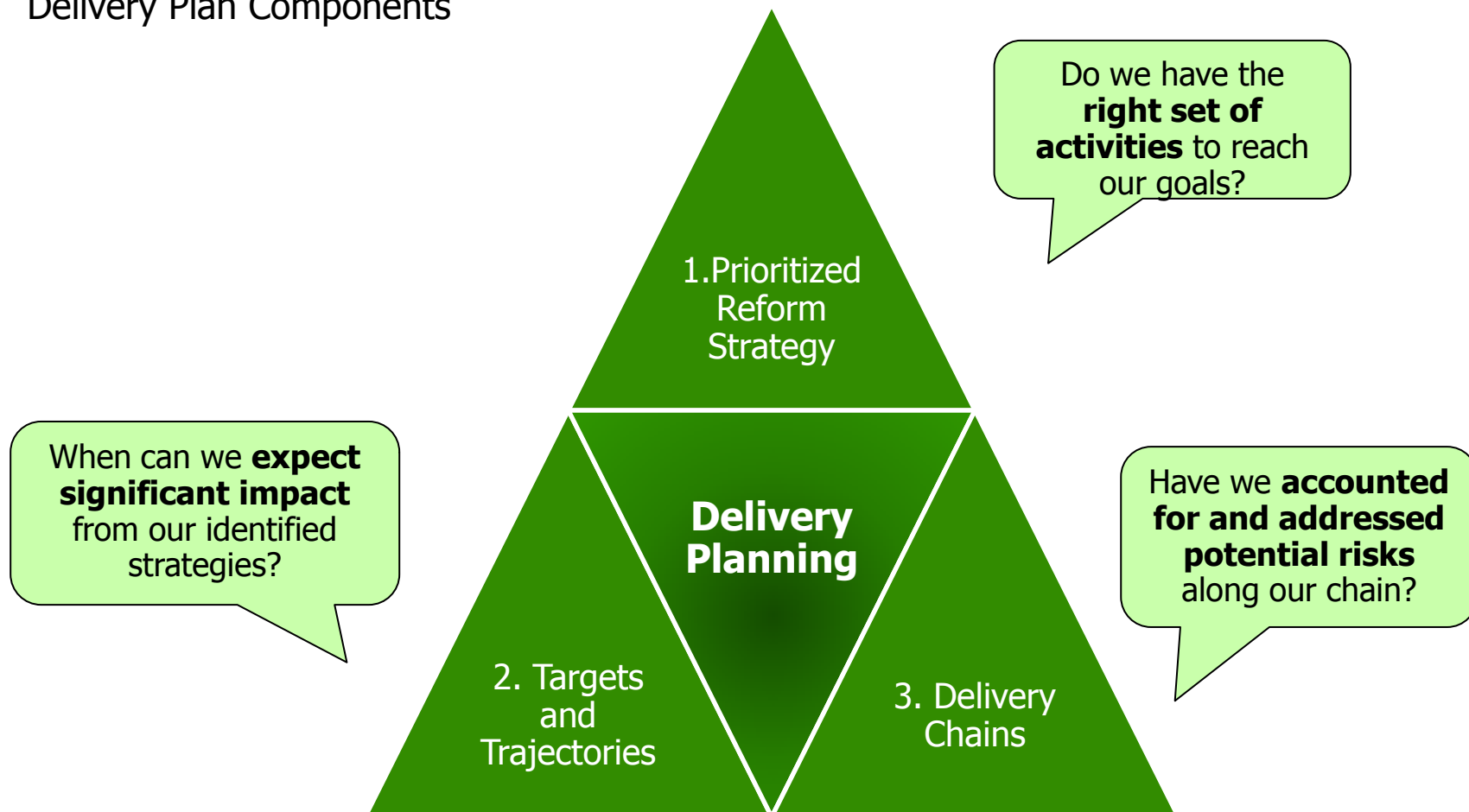
Do we have the **right set of activities** to reach our goals?

When can we **expect significant impact** from our identified strategies?

Have we **accounted for and addressed potential risks** along our chain?

1.Prioritized Reform Strategy

Delivery Planning

2. Targets and Trajectories

3. Delivery Chains

Hawai'i Graduation Initiative "15 to Finish" Delivery Chain
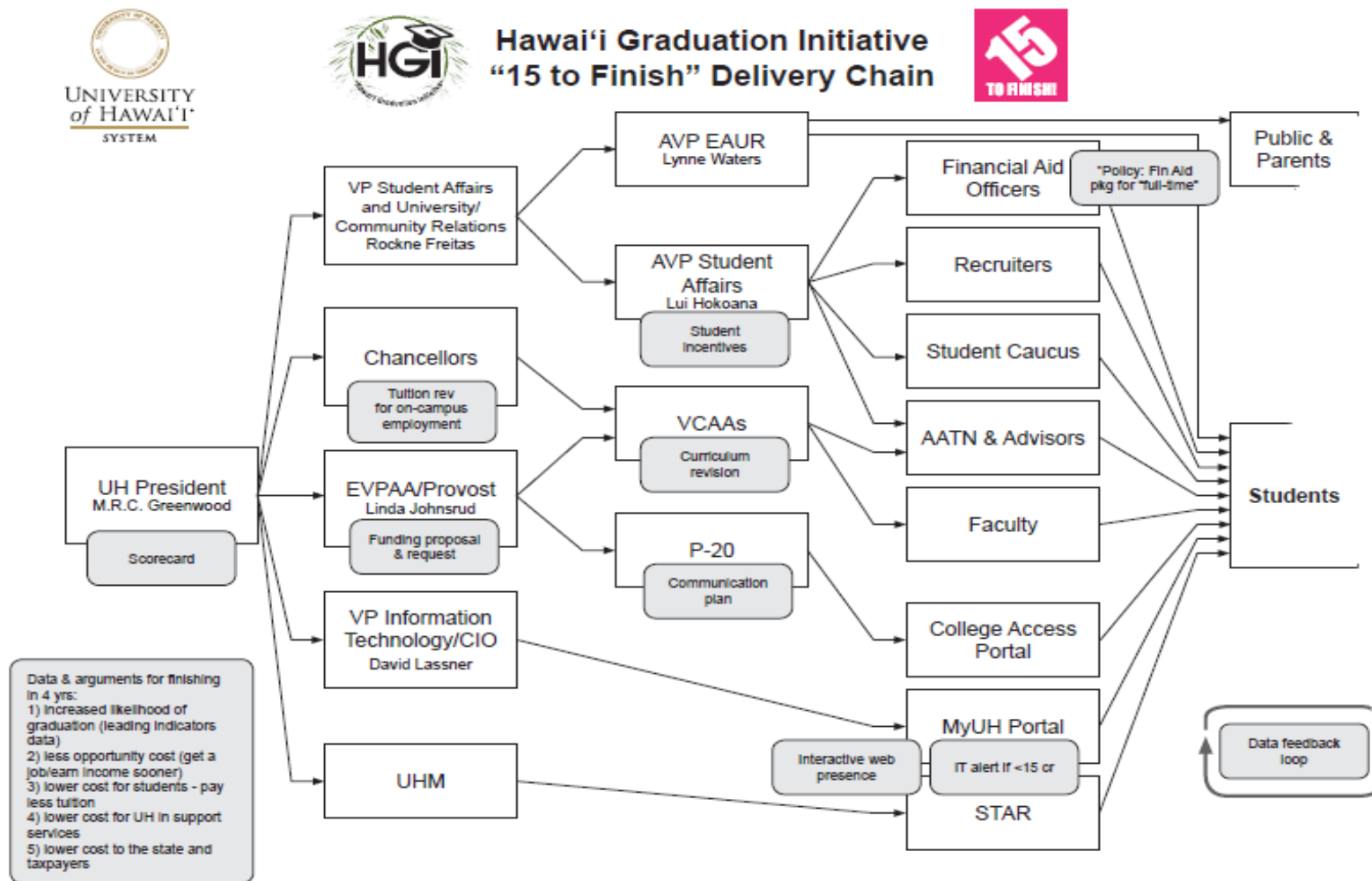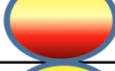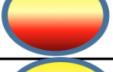
Example: league table used by the campus delivery team to monitor progress

Goals 2010-2011	CAS	CoBA	CoE	CoFAC	CoN	CoO	Honors	JEP	SSW
Campus Visits	🟡	🟡	🔴🟡	🟡	🟢	🟢	🟢	🟢	🟢
Orientation	🟢	🟡	🔴🟡	🟡	🟢	🟢	🟢	🟡	🟡
Advising Process Assessment	🟡	🟡	🔴	🟡	🟢	🟢	🟢	🟢	🟢
FYE	🟢	🟡	🔴	🟡	🟢	🟢	🟢	🟡	🟢
Graduation Plans	🔴	🟡	🔴	🟡	🟢	🟢	🟢	🟡	🟢
4-year Degree Plans	🟡	🟡	🔴🟡	🟡	🟢	🟢	N/A	🟡	🟢
DWI Reduction	🟡	🔴🟡	🔴	🔴🟡	🟢	🟢	🟡	🟡	🔴🟡
Tutoring	🟡	🟡	🔴🟡	🟡	🟢	🟢	🟢	🟡	🔴🟡
Exit Interview Process	🟡	🟢	🔴🟡	🟡	🟢	🟢	🟢	🟢	🟢
Degree Completion	🟢	🟡	🔴🟡	🟡	🟢	N/A	N/A	🔴	N/A

Some systems and campuses use trajectories to connect their goals to the work that is underway

Sample Campus Trajectory

6-year grad rate goal and trajectory
Percent
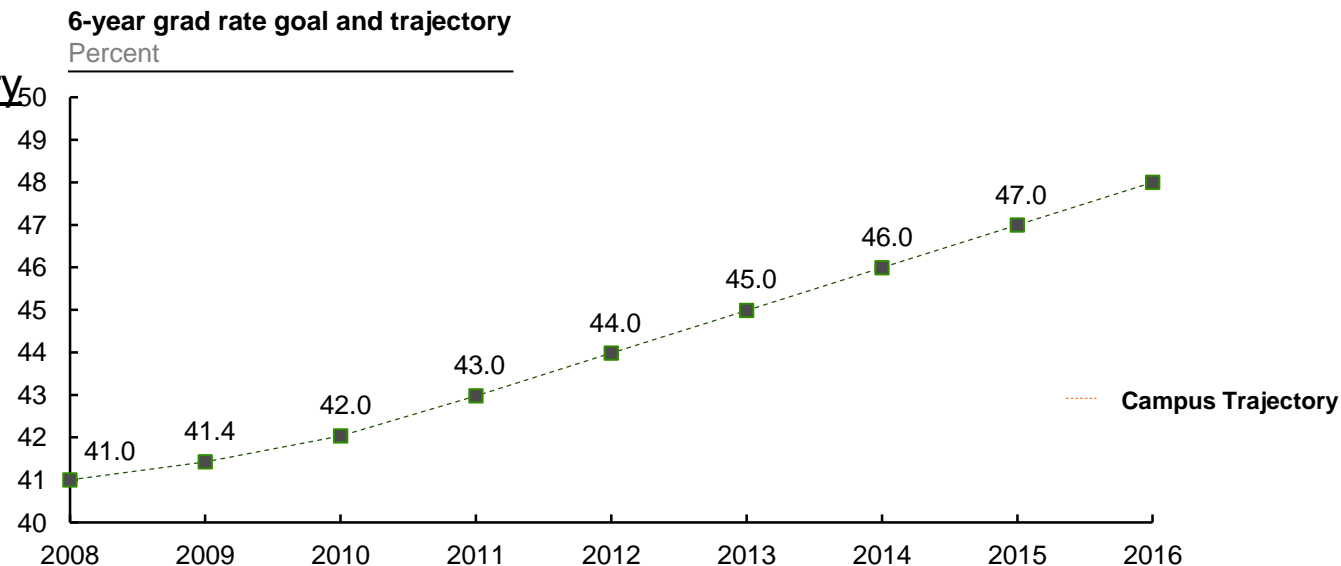
Weighted Category	AY	2009	2010	2011	2012	2013	2014	2015	2016
1) Academic support		0	L	L	L	L	L	L	L
2) Advising / mentoring & Support services		L	L	M	M	M	M	M	M
3) Financial aid & Personal finance		L	L	L	L	L	L	L	L
4) Retention support		L	L	M	M	M	M	M	M
5) Classroom level impact		L	L	M	M	M	M	M	M
6) Performance management		L	M	M	H	H	H	H	H
7) Faculty development		0	0	L	L	L	L	L	L
8) Student experience		0	0	L	L	L	L	L	L
TOTAL		**L**	**M**	**M**	**H**	**H**	**H**	**H**	**H**

Additionally, EDI encourages network systems to implement best practices grounded in research to support their student success agendas

Leading Indicators to understand "drivers of performance"

Course Participation:
- Begin remediation in first term
- Complete remediation year 1
- Complete college-level math/English in the first year or two

Course Performance:
- High rate of course completion (80%)
- Complete 20-30 credits in first year

Student Enrollment Patterns
- Earn summer credits
- Enroll full-time

High-Impact Practices to help "determine reform strategy"

- ✓ First-Year Seminars and Experiences
- ✓ Common intellectual experiences
- ✓ Learning Communities
- ✓ Writing-intensive courses
- ✓ Collaborative assignments and projects
- ✓ Undergraduate research
- ✓ Service Learning, community-based learning
- ✓ Internships
- ✓ Capstone courses and projects

Rebecca Martin

Deputy Director

rmartin@deliveryinstitute.org

Thank You

Examples from Delivery Plans
Kentucky Delivery Network

Eastern Kentucky University

You Can Get There From Here

A POWER OF MAROON ROADMAP TO ACHIEVING STATEWIDE TARGETS

CPE 2011-2015 Strategic Agenda

EKU 2011-2015 Strategic Plan

COLLEGE READINESS
- Increase # of college-ready Kentuckians
- Align K-16 curriculum
- Strengthen college-going/completion culture in Kentucky

STUDENT SUCCESS
- Increase degree completions in Kentucky
- Support new pathways to degrees
- Statewide Diversity Policy initiatives

RESEARCH, ECONOMIC, & COMMUNITY DEVELOPMENT
- Increase research for knowledge & economic growth
- Increase educational attainment & quality of life
- Community outreach

EFFICIENCY & INNOVATION
- Increase academic productivity
- Increase alternative program delivery methods
- Effective & efficient use of resources

STUDENT SUCCESS
- Increase # of college-ready freshmen
- Increase ACT profile of new freshmen
- Increase retention/graduation rates
- Increase # of degrees conferred

BUILDING CAPACITY FOR EXCELLENCE
- Planning group efficiency/effectiveness
- Increase revenues and cut costs
- Increase online offerings
- Increase regional campus offerings

DIVERSITY & EXCELLENCE
- Implement EKU Diversity Plan
- Increase diverse retention & grad rates
- Increase international enrollment
- Increase # of diverse students, faculty, & staff

REGIONAL STEWARDSHIP
- Curriculum sharing with P-12
- Educational Extension Agents
- Enhanced quality partnerships
- Dual credit/EKU NOW!

Updated March 2012

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POWER OF MAROON STRATEGIC GOAL RELATIONSHIP

Updated March 2012
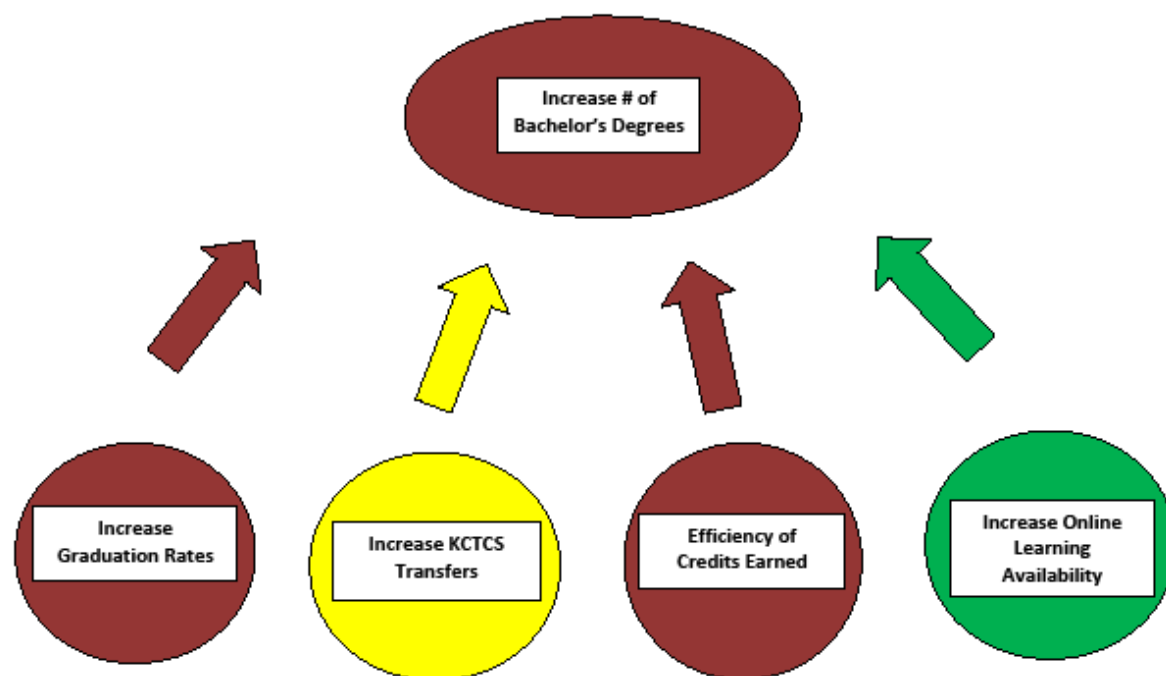
A POWER OF MAROON ROADMAP: INCREASING EKU'S NUMBER OF BACHELOR'S DEGREES

OUTREACH/ PRE-RECRUITMENT/ COLLEGE READINESS → RECRUIT → ORIENT → TEACH, LEARN, SUPPORT, & MOTIVATE → GRADUATE!!
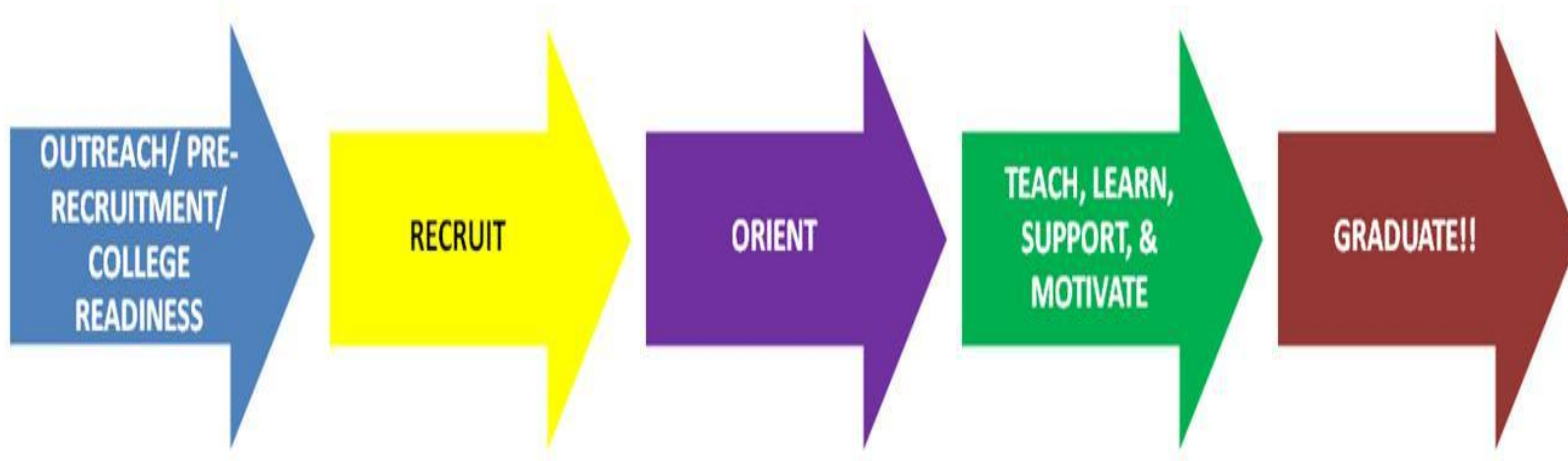
BACHELOR'S DEGREES: Baseline—(2009-10): 2,125 degrees → 2013-14 Target: 2,500 degrees   (18% Increase)

POWER OF MAROON ROAD MAP ELEMENTS: INCREASING EKU'S # OF BACHELOR'S DEGREES

ROAD MAP ELEMENT 4: TEACH, LEARN, SUPPORT, & MOTIVATE

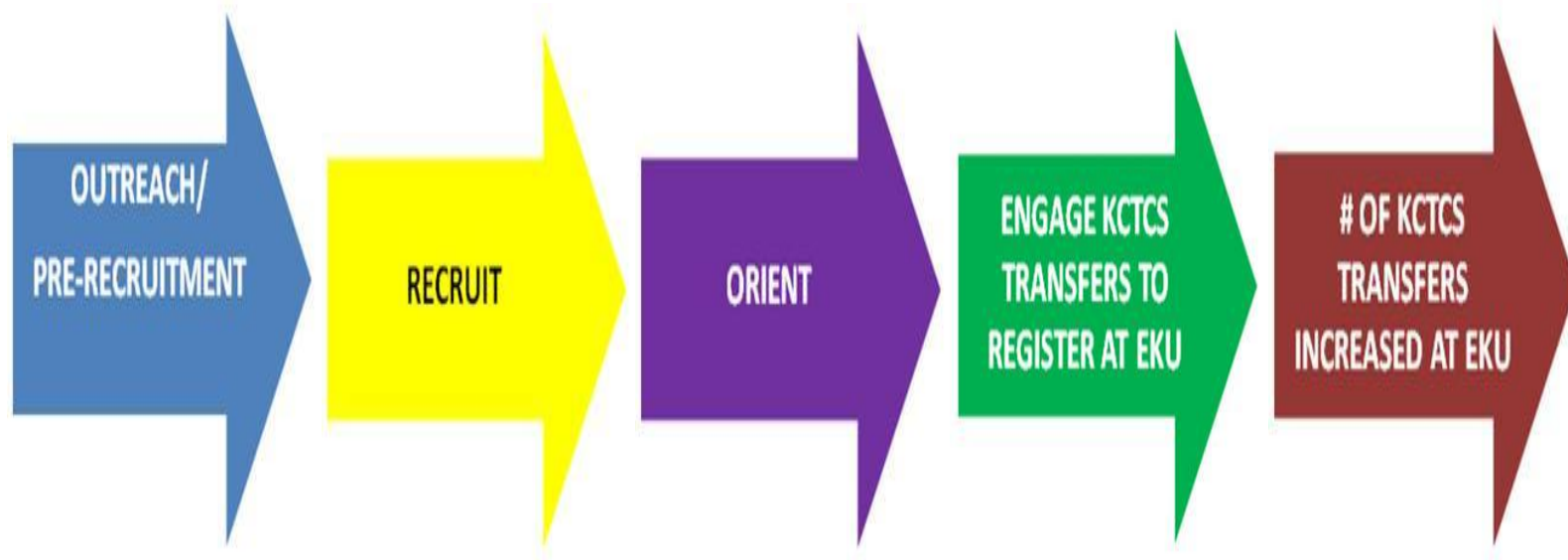| CURRENT PROGRAMS/INITIATIVES	INDICATORS TO GAUGE SUCCESS
- Noel Studio for Academic Creativity - First Day Disenrollment (enrollment verification process) 1st Time Freshmen Mid-Term Grade Review - Early Alert Retention Survey - Early Alert will now have a link on college websites to be accessed anytime during the year - Online Course Access - Degree Works Audit System - MAP WORKS - EKU Success Coaches for commuter students - Counseling - New faculty advisor handbook - NOVA - EKU Reads Project - Secret Shopper Customer Service Project - Restructuring of Developmental Math (Math 090 & 095) - Connecting the Dots—alumni mentoring current students - Ensure all incoming freshmen have a similar learning experience in their first year - Empowering first responders to provide professional help - Show successes (alumni & faculty/student success stories) - Print Ad in Eastern Progress from Alumni Success Stories - Successful alums on college/department web pages - Intrusive advising for on-time degree completion - Extensive telephone campaign to encourage students to register and to find out why they may not be returning - Reportable first 4-wk exams for 100- and 200-level courses - Looking at having TLC offer programs on faculty advising	- Percent of all credit earned through online learning - Number of credit hours taught at regional campuses - Number of students enrolled in degree programs at regional campuses - Number of degree programs offered online % of students earning 30 hours at end of their 1st year - Faculty participation in EARS by college, department, and number of student referrals - Student satisfaction with EKU - Increase in number of online offerings - Increase in number of regional campus offerings - Student retention by major - Student progress to degree by major - Student satisfaction with major - Decrease in overall credits earned by degree graduates - Number of student involved in co-curricular and extra-curricular activities (engagement) 4-year graduation rate 5-year graduation rate 6-year graduation rate 1-, 2-, 3-, and 4-year retention rates

A POWER OF MAROON ROADMAP: INCREASING KCTCS TRANSFER STUDENTS AT EKU

OUTREACH/ PRE-RECRUITMENT → RECRUIT → ORIENT → ENGAGE KCTCS TRANSFERS TO REGISTER AT EKU → # OF KCTCS TRANSFERS INCREASED AT EKU

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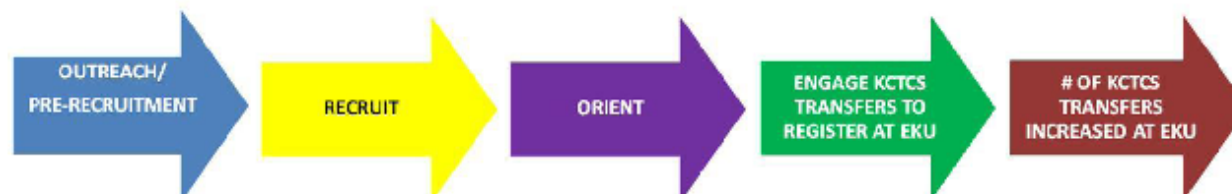
ROAD MAP ELEMENT 1: OUTREACH/PRE-RECRUITMENT

PROGRAMS/INITIATIVES	INDICATORS TO GAUGE SUCCESS
Current Program: • Embedded EKU transfer coordinators at KCTCS campuses Suggested Programs and Initiatives: • Begin transfer process earlier: Create curriculum guides for transfer • Involve EKU Transfer Center with students as they start at KCTCS	• Development of curriculum guides for programs in high demand by KCTCS Transfers • Number of KCTCS students meeting with EKU embedded staff

ROAD MAP ELEMENT 2: RECRUIT

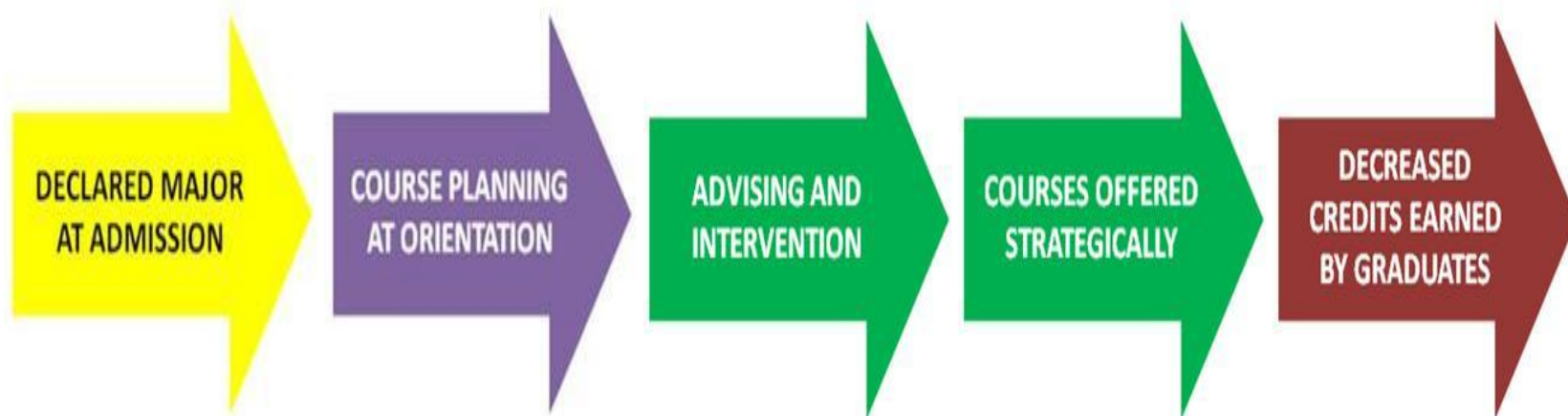|	
Current Programs and Initiatives: • Embedded EKU coordinators at KCTCS campuses Suggested Programs and Initiatives: • Contingent admission to EKU for Junior Year (pre-admit w/advisor) • Print ad of EKU alum success story in KCTCS school papers	• Track communications with freshmen who cannot get into EKU • Number of students who wanted to go to EKU but enrolled at KCTCS initially • Number of applications and admissions of KCTCS students garnered via EKU embedded coordinators

ROAD MAP ELEMENT 3: ORIENT

Current Programs and Initiatives: • Transfer Student Orientation; Orientation Advising Suggested Programs and Initiatives: • Make transfer orientation and advising more personal • Improve articulation of transfer courses	• Percent of Financial Aid disbursed before classes start • Number attending transfer orientation • Of those who attend Orientation: **Measure satisfaction with Orientation experience

ROAD MAP ELEMENT 4: ENGAGE KCTCS TRANSFERS TO REGISTER AT EKU

Current Initiative: • HOBSON's targeted communications to get them to register	• Matriculation rate for KCTCS transfers • Yield by KCTCS institution

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Updated March 2012

A POWER OF MAROON ROADMAP: DECREASING CREDITS EARNED BY GRADUATES

A POWER OF MAROON ROADMAP: DECREASING CREDITS EARNED BY GRADUATES

DECLARED MAJOR AT ADMISSION → COURSE PLANNING AT ORIENTATION → ADVISING AND INTERVENTION → COURSES OFFERED STRATEGICALLY → DECREASED CREDITS EARNED BY GRADUATES

ROAD MAP ELEMENT 1: DECLARED MAJOR AT ADMISSION

PROGRAMS/INITIATIVES	INDICATORS TO GAUGE SUCCESS
Current Initiative: • SPOTLIGHT to help identify major choices Suggested Initiative: • Strongly encourage declared major at time of admission	• Number of matriculated students with declared major

ROAD MAP ELEMENT 2: COURSE PLANNING AT ORIENTATION

Current Initiative: • Orientation Advising Suggested Initiative: • Help students to correctly identify major to reduce changes	• 30+ hours earned at end of 1st year • Student satisfaction with orientation experience

ROAD MAP ELEMENT 3: ADVISING AND INTERVENTION

Current Initiatives: • Degree Works • Early Alert Retention Survey • Intrusive Advising • Real time chat feature on advising webpage	• Student satisfaction with advising • # of students with a major degree plan of courses to graduate

ROAD MAP ELEMENT 4: COURSES OFFERED STRATEGICALLY

Current Initiatives: • Reducing # of General Education credits required to degree • Enhance online course offerings Suggested Initiative: • Scheduling based on future degree plans of students	• Number of credits earned by graduates • Number of departments who use student degree plans to schedule courses • Number of programs and courses offered online and at regional campuses

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Updated March 2012

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DELIVERY INST